

THE BANFF SCHOOL OF BUSINESS ADMINISTRATION

**advanced
management
course**

SECOND YEAR

JANUARY 19 - FEBRUARY 28, 1953



**BANFF SCHOOL
OF FINE ARTS**

BANFF, ALBERTA

UNDER THE JOINT
SPONSORSHIP
OF THE
UNIVERSITIES OF
ALBERTA,
BRITISH COLUMBIA,
MANITOBA AND
SASKATCHEWAN

THE BANFF SCHOOL OF BUSINESS ADMINISTRATION

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Advisory Committee

Alberta - - - - - Dr. Andrew Stewart, President, University of Alberta.

Donald Cameron, Director, Department of Extension.

British Columbia - - - - Dr. N. A. M. MacKenzie, President, University of British Columbia.

Professor Earle D. MacPhee, Director, School of Commerce.

Manitoba - - - - - Dr. A. H. S. Gillson, President, University of Manitoba.

Dr. J. B. Rollit, Director, School of Commerce.

Saskatchewan - - - - Dr. W. P. Thompson, President, University of Saskatchewan.

Dr. T. H. McLeod, Dean, College of Commerce.

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Course Co-ordinator - - Professor Ellis H. Morrow, formerly head of School of Commerce, University of British Columbia. Retired 1950.

Executive Director - - - Donald Cameron, Director, Department of Extension, University of Alberta.

Head Office - - - - - Banff School of Fine Arts, Banff, Alberta.

Foreword

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As a result of widespread demand, the University of Alberta established the first Advanced Management course in Western Canada at the Banff School of Fine Arts in the spring of 1952. The initial course was an unqualified success and interest seemed to warrant the establishment, on a permanent basis, of such a program of executive training. Examination of the situation showed that most similar schools in other parts of Canada and the United States were held in the summer or autumn. Because of a relative slackening of industrial activity in the winter months in the West, this seemed a logical time from the standpoint of the availability of trainees to institute such a training program.

The experience of the Western Universities in avoiding duplication of services emphasized the desirability of establishing one strong school to serve the needs of Western Canada. The University of Alberta, having suitable facilities available in the Banff School of Fine Arts, took the initiative in inviting the other Western Universities to join in sponsoring the program. Happily the invitations were accepted and the 1953 and subsequent schools will go forward with the joint backing and support of the four Western Provinces. It is believed that such an arrangement will make for strength and continuity and that in time the Advanced Management program of the Banff School of Business Administration will play a vital role in training executives to cope with the needs of a buoyant and expanding economy.

The Course

The course in Advanced Management is designed to meet the needs of business firms who wish to train executives for roles of greater responsibility. It will be an intensive course of study based on the combined experience and methods of such established schools as the Harvard School of Business Administration, The Institute of Business Administration of the University of Toronto, the University of Washington College of Business Administration, and others.

Subject Matter

Administrative Policies

The basic functions of executives (planning, organizing co-ordination, control) will be examined as they apply to all industry and business. As the entire course is designed to assist the students in the performance of executive duties the classes offered will stem from this central theme of Administrative Function. Cases will be used to supplement a text book.

—Prof. E. D. MacPhee

Economic Scene

A general economic background painting the salient social, political, trade, industrial and productive factors which combine to make the economic climate of Canada. The emphasis will vary from year to year so as to follow the changing importance of the different factors as they make themselves felt in the economy of the country. For instance, in 1953, the developments in the petroleum and petro-chemical industries, in the advent of pipelines, in the expansion of pulp and paper production, and in the changed outlook of off-shore markets for some primary products, will be given particular notice.

—Dr. O. J. Firestone

Labor Relations

This course, by means of case study and discussion, will attempt to formulate the main problems facing western Canadian industry in its dealings with organized labor. The course will deal with bargaining table attitudes and the impact of trade union organizations on employer-employee relationships.

—Mr. R. A. Mahoney

Public Relations

A discussion of the needs for public relations, and the effective practices which may be employed in the interpretation of business to labor, to government and to society.

—Mr. R. A. Mahoney



1952 Class in Business Administration

Personnel

An evaluation of the developments in the field of personnel management during the past ten years along with a study of the relationships of personnel management to the remainder of the business organization.

—Mr. R. A. Mahoney

Financial Controls

The techniques and practices used to give to administration financial control of the business will be examined, and illustrated with cases and problems. The determination of the financial needs of a business and the types of finance which should be used.

—Mr. T. Chambers

Production Controls

A study of modern scientific practices used in directing and controlling production activities in factories, mills, and other enterprises. The relation of output to the market and financial requirements of the enterprise.

—Prof. T. C. Graham

Marketing

The consideration of the broad factors which tend to differentiate the Canadian market; a study of common methods used in selling varying types of products, and in relating the marketing function to other activities of the business. Case studies will be used.

Prof. E. H. Morrow

Human Relations

A lecture and case study of human relationships as they occur at all levels of management and the requirements of executive skill and tech-

nique in dealing with the human problem. Dealing with people is everyone's concern and the lessons learned here should be carried into all other courses.

—Dr. D. Palmer and
Mr. R. A. Mahoney

Methods of Instruction

On the theory that people learn by doing, the School will use a combination of the case, seminar and lecture methods. In other words, suitable subject matter will be handled by the case method. In other instances the seminar method will apply and both will be supplemented by regular lectures.

Actual business situations in which executives have had to make decisions will be used. In this way the student is placed in situations where as an executive he would have to make decisions. Out of a study of actual business situations of various types will come a useful background of general principles, some knowledge of the problems to be faced, and some of the methods used in their solution.

Regular lectures will be supplemented by talks from prominent Canadian business men and competent members of the faculties of the four Western Universities. In addition, suitable texts, notes, cases, and supplemental film and slide material will be provided as well as a limited library of reference books and periodicals.

Time, Place and Type of Accommodation

Time: January 19th to February 28th, 1953.

Place: The Banff School of Fine Arts, Banff, Alberta.

Accommodation: The Chalets of the Banff School of Fine Arts have a beautiful location on Tunnel Mountain, six minutes walk from downtown Banff. Each Chalet contains from 12 to 20 rooms. All rooms have twin bed equipment and can be used either single or double. An attractive dining room under a trained dietitian provides first class meals and coffee or tea at the mid-morning, afternoon and evening breaks. Each Chalet has an attractive lounge with view windows, fireplaces, pianos, etc. Classrooms are in the Chalets.

Who May Attend

Young or mature executives who are nominated and sent by their companies and private individuals operating their own enterprises as well as representatives of the Armed Forces. They should all be individuals who are being groomed for executive positions of more responsibility. The age range should be between 25 and 50 with the optimum between 28 and 45. Individuals under or over the extreme range will be considered if special circumstances warrant it.



1952 Class . . . After Hours

Registration

Registration should be made on the enclosed application form addressed to: **The Executive Director, Banff School of Business Administration, Banff, Alberta, any time between November 15th, 1952 and January 10th, 1953.**

Early registration is essential as the course will not be proceeded with unless there is a minimum registration of 30 students by January 10th, 1953. A maximum enrolment of 50 students will be accepted.

COST

Registration fee	\$ 5
Tuition fee, 6 weeks	270
Room and board, 40 days	260
Books, materials, cases	65
	<hr/>
	\$600

DEPOSIT ON REGISTRATION

A deposit covering registration, part of the tuition, and room and board in the amount of \$100 should accompany registration. In the event of non-attendance all except the \$5.00 registration fee will be refunded. The full amount may be paid with the registration or it may be paid on arrival at the School.

BIOGRAPHICAL SKETCH

Each individual making an application is requested to attach a brief outline of his educational background, business experience and present position. A relatively recent photo or snapshot should accompany the application. This information is particularly valuable to the instructors and the co-operation of all executives will be appreciated.

Allocation of Subject Matter and Daily Time-table

The various subjects which will form the core of the Advanced Management Program and the instructors who will deal with them are as follows:

Management Policies and Problems - - Prof. E. D. MacPhee

Human Relations in Business, and
Personnel Management - - - - Dr. Dwight Palmer

The Canadian Economic Scene - - - - Dr. O. J. Firestone

Labor Relations - - - - - Mr. R. A. Mahoney

Management Practices:

Production Control - - - - - Prof. T. C. Graham
Financial Control - - - - - Thomas Chambers, C.A.
Marketing - - - - - Prof. Ellis H. Morrow

The Daily Time-table, subject to such modification as may be necessary later on, will be as follows:

WEEKLY SCHEDULE OF INSTRUCTORS

Daily Schedule	Jan. 19-31	Feb. 2-7	Feb. 9-14	Feb. 16-21	Feb. 23-28
9:00-10:30	MacPhee	Graham	Graham	Mahoney	To be announced
10:30-10:45	Coffee	Intermission			
10:45-12:15	Palmer	Palmer	Mahoney	Mahoney	Mahoney
12:15- 1:30	Luncheon				
1:30- 2:30	Firestone	Mahoney	Chambers	Chambers	Chambers
2:30- 3:30	Mahoney	Morrow	Morrow	Morrow	Morrow
3:30- 5:45	Recreation				
6:00 p.m.	Dinner				

Guest Lecturers

In addition to the regular instructors it is planned to have a number of prominent Canadian educators and business men come to the course to deliver special lectures on topics that are appropriate. Among these will be:

Dr. Andrew Stewart - - - President of the University of Alberta.

Dr. T. H. McLeod - - - - Dean of the College of Commerce,
University of Saskatchewan.

Dr. H. B. Mayo - - - - Head of the Department of Political Science,
University of Alberta.

Dr. D. E. Smith - - - - - Professor of Psychology, University of Alberta.

Dr. Francis Winspear - - President, Canadian Chamber of Commerce,
1951; Chairman, Canadian Section Canadian-U.S. Committee of the Canadian-American Chambers of Commerce.

F. A. Brownie - - - - - President, Canadian Western Natural Gas
Company, Calgary.

SPECIAL BUSINESS MEN'S WEEK-END AND BANFF BUSINESS ADMINISTRATION ALUMNI RE-UNION, FEBRUARY 13th, 14th, 15th

In order to provide an opportunity for interested business men to visit the course, arrangements have been made for a special Business Men's Week-end on February 13th to 15th. During this time a special panel of business men will be set up to handle specific cases and panel discussions. The regular students will sit in as observers.

It was thought that the occasion of the Business Men's Week-end might be a good time to have the first re-union of the 1952 class in Business Administration and arrangements are being made with the continuing executive of Class '52 to plan some special events and to get acquainted with Class '53.

Instructional Staff

ELLIS H. MORROW, B.A. Queen's, M.B.A. Harvard, F.C.I. Educated in England and Switzerland. From 1905 to 1918 was engaged in ranching and business in Alberta and obtained Alberta Teacher's Certificate. Graduated from Queen's with an Economics major in 1919 and Harvard Graduate School of Business Administration, 1921.



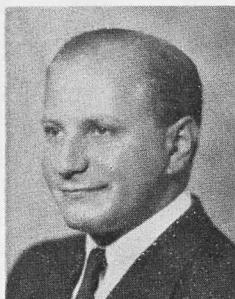
Appointed Director of Extra Mural Work and Lecturer in Marketing and Industrial Management, Queen's University, 1921. From 1922-28, head of Department of Commerce, University of Western Ontario. 1928-34, Director of Marketing Research and Editor of Business Papers for MacLean Publishing Company, Toronto.

1934-39—Sales Manager, General Book Division, MacMillan Company of Canada.

1939-50—Head of Department of Commerce, University of British Columbia.

1950—Retired Emeritus Professor, University of British Columbia.

1940-50—Member of Council, Canadian Credit Institute.



DR. O. J. FIRESTONE, of Ottawa, is a graduate of McGill University with post-graduate studies at the London School of Economics and other universities. He has been associated with the Federal Government for the last ten years. He was the Director of Economic Research for the Department of Reconstruction and Supply from 1946 to 1948, and Director of Economic Research in the Department of Trade and Commerce from 1948 to 1951. Dr. Firestone is now the Economic Adviser to the Department of Trade and Commerce and to Central Mortgage and Housing Corporation.

Dr. Firestone is the author of a number of government reports and books. The more recent publications include: (1) "Investment and Inflation, With Special Reference to the Immediate Post-War Period, Canada, 1945-1948," monograph, Ottawa 1949, (2) "Residential Real Estate in Canada," published by the University of Toronto Press, 1951, and (3) "Private and Public Investment in Canada, 1926-1951," report, Ottawa 1951.

DR. DWIGHT PALMER, manager - owner Dwight Palmer and Associates, Management Consultants, Los Angeles.

A.B.—Pomona College, Economics major, 1925.

M.A.—University of Chicago, Graduate School of Business, 1926.

Ph.D.—Stanford University, 1935. Economics major.

Post-doctoral research student, London School of Economics, 1935-38, specializing in study of British management policies and of labor relations in Great Britain.

He has been an instructor in economics, social science and industrial relations at Beloit College, Wisconsin; Stanford University; M.I.T.; California Institute of Technology and University of California. Also employed at various times as Consultant, Bureau of Labor Statistics; Consultant, National Resources Planning Board; Manager, Industrial Relations Research, Lockheed Aircraft Corporation; employed by Standard Oil Company, Bullock's Department Stores, and conducted study of eighty-seven British firms in 1935-38.

Author of many publications on Industrial Relations and Employment.



RICHARD ALEXANDER MAHONEY, graduated from the University of Manitoba in 1938 and received his M.B.A. from Harvard in 1940. Was for four years Associate Professor in the Department of Commerce, University of British Columbia, and had seven years' experience in business, including one year in Sales, one year as Department Head in the Mail Order business, one year as a Marketing Executive, one year as a Business Consultant, and three years as a Consultant in Labor and Industrial Relations.

Mr. Mahoney is a member of the Vancouver Board of Trade and the Northwest Personnel Managers Association. He served as a lieutenant in the R.C.N.V.R. for four years, three of them at sea, and is presently Consultant and Member of the Labour Relations Bureau, Vancouver.





T. C. GRAHAM, graduated in Mechanical Engineering from the University of Toronto in 1925, was engaged in Time Study work for the Massey Harris Company from 1925 to 1931. Became lecturer in Machine Design at the University of Toronto, 1931 to 1937. Was engaged in Industrial Engineering with J. D. Woods and Company Limited, 1938 to 1941. From 1941 to 1945 was in the Canadian Army (R.C.E.M.E.). Was a director of J. D. Woods and Gordon Limited, 1946 to 1950, and is now Professor in Production, Institute of Business Administration, University of Toronto.

EARLE DOUGLAS MacPHEE, graduated from Acadia University and served with the 85th Battalion in France during World War I, after which he did graduate work at the University of Edinburgh. He returned to Canada on the conclusion of hostilities and taught Psychology at Acadia University, the University of Alberta and the University of Toronto, in the years 1920-29. In 1929 he left university work to become Comptroller of the York Knitting Mills.

During the next two decades Professor MacPhee became involved in a variety of industrial activities in Canada and England. He has been Chairman, President, or Managing Director of operating companies in textiles, leather goods, aircraft and chemicals. Because of his interest in the application of scientific methods to industrial management, he has participated in the formation and functioned as Director of two firms of industrial consultants, J. D. Woods Company (now J. D. Woods and Gordon of Toronto) and Production Engineering Limited of London, England.

He returned, in 1950, to Canada to become Director of the School of Commerce and Honorary Bursar of the University of British Columbia.

THOMAS CHAMBERS, C.A., received his training in Alberta and at McGill University. Has had experience as a public accountant and in industry. He is comptroller of the British Columbia Electric Railway Company Limited, Vancouver, and vice-president of the Vancouver branch, Comptrollers Institute of America.

At the time of going to press, arrangements are under way to have Mr. Murray Brink, well-known financial authority in British Columbia, give a special series of lectures on "Financing Enterprises" during the last week of the course.